

Final

Aboriginal Peoples Family Accord
Board Meeting
January 18, 2007
Westbank First Nation Community Services Building ~ Westbank, BC

In Attendance: Marg Ahdemar, Lori Swanson, Shawnee Palmantier,
Leona Rabbitt, Robbin Lulua, Debbie Abbott, Kelly Kubik

Regrets: Roy Christopher, Edna Terbasket, Susan James, Donna Steeves

Staff: Jim MacArthur

Recording Secretary: Susan Manuel

Meeting called to order at 9:53am

1. Welcome and Opening Prayer

Robbin Lulua provided the opening prayer
Debbie Abbott introduced the executive assistant, Susan Manuel and she started
January 8, 2007.

2. Review of the Meeting Agenda

Debbie provided an overview of the agenda

Motion 1: To accept the agenda as presented.

Moved by: Leona Rabbitt. Seconded by: Marg Ahdemar. Question Called, Any
opposed, Motion Carried.

It was noted later in the meeting that there were a few typo's to correct.

What is the Environmental Scan? This is looking at things today, what are the
differences at the different levels for regional, provincial, and federally and what
are the impacts. This is in preparation for the Feb strategic planning session.

3. Review of Previous Meeting Minutes and Action Items

Review of Dec 14, 2006 meeting minutes from Quaaout Lodge

Motion 2: To accept the meeting minutes as presented.

Moved by: Marg Ahdemar. Seconded by: Shawnee Palmantier. Question Called.
Motion Carried.

4. Review of Action Items

Eliza received a response to her e-mail – Doug Marson confirmed that this was indeed a grant and that the Ministry would not try to recover it. A plan needs to be made for the slippage dollars.

ECD \$80,000 funds to be discussed with Dean Warner.

Action #6 – How do we divide funding. We don't have any firm policies around funding formulas; we need some sort of socio-economic tool.

Action #7 – MCFD has under spent and there is \$1 million dollars available. Eliza and Doug have not had this conversation yet; Eliza will follow-up with this. Marg has confirmed that Steve Hunter has been contacting organizations. Kelly is concerned that there are only a few months left in this fiscal year and this money is only available until March 31, 2007, it's a short timeline to decide which services will be developed in the best interest to meet the needs of the communities. How do we decide who gets what: fair and equitable?

Action: Talk to Doug and Glenn to address the surplus with APFA. How they should be brought forward to help support communities.

It is not realistic to expect to bring this money out in January and to create a program with a 90 day window and would this service be top notch within the 90 days.

Action: Talk to G. Girouard from Interior Health because he has done a socio-economic model that we maybe able to borrow the information to help create our own socioeconomic model for APFA or contact Denise Taylor.

Action # 7 - We have sent out the letter to the members of the JAMC on Dec 15th and we have not received a response.

JAMC Meeting Date is March 2, 2007

Technical Working Group is holding a conference call today – Jan 18, 2007

ACC is January 26, 2007

5. Financial Management Report

Dean Warner attended to present the financial management report for APFA. Dean is a certified management consultant hired by the ONA and is also assisting the APFA with our financial reporting and APFA was behind for a while but we have caught up.

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Dean is going to review the written financial management report. Observation more general. Financial budget and the spending is low and the slippage is quite high and brought this to the attention of management.

The first two columns are the focus and the annual budget and the actual. The percentage column is what we have achieved today. Only spend 44% of our budget and there is a large slippage and this is not a surprise and what does this mean at year end and we are confident that we will not have to pay it back and how it will affect next year budget and if this amount. Audit point of view and they will look at the contract and this will determine what the contracts say and there is written confirmation.

Question – Lori and the funding and planning are not congruent and was there any lag in hiring and would this have contributed to the slow process to hiring the positions. This is partially comes from having an unconfirmed budget and this is the plan for the upcoming year to receive budget confirmation before the year end.

Debbie – record this in a motion and we did not receive the budget confirmation until June 27th 2006.

Marg – looking at hiring a CEO or DOO position to help eat up with some of this money. Debbie provided they are near the end of negotiating the position.

Mental Health

Contract with the ministry and expenditure report – only spent 29% and this is a standard contract with the ministry and we do have to pay back unearned revenue or this money will be put towards the next fiscal because these terms are mentioned in the contract. We are working on receiving confirmation from the ministry to help rectify this.

Dean has mentioned this is hard to analyze because the numbers are so far off from the budget and from the control point of view there are no concerns with this.

ECD

This grant money and this is flexible and have been careful of how to spend. The money it is available.

Written Report

Hard to analyze at this point and when I am with the organization longer it will be easy to analyze. Working on the management report with Jim and Eliza and working on different ways of reporting internally and I am getting background information to help assist. The lease agreement is done and is being finalized.

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Action: to resend page 2 of the financial management report to the board via email to review the missing notes to the budget.

Follow-up – Jim confirmed that the ECD expenses are being charged to the core budget and decided to spend the core budget and not spend the grant.

Shawnee – wondering about the office supplies and expenses and this is the only item and it has gone over the allotment and the printing and production. Have a separate line item.

Shawnee point is still valid and then the budget should reflect that and change this for the New Year.

Jim confirmed that the communications will get a separate line item to help demonstrate the work.

Relationship between ONA and APFA. ONA business manager, Geoff Greenwell and the new agreement has been finalized just before x-mas and there are 3 points, administration cost, sq footage, and roll-up into one lease agreement and this is done.

Pauline Terbasket joined at 10:36am

Motion 3: To accept the financial management report as presented.
Moved by Marg Ahdemar. Seconded by: Lori Swanson. Question Called, Any Opposed. Motion Carried.

Break at 10:38am (10 Minutes)

6. Regionalization Presentation

Jim MacArthur presented the regionalization presentation and the MOU was signed over 5 years ago and the JAMC would like to review the MOU and see where we need to go and there is a review committee and they are looking at the MOU as well and Leslie duToit has come on as the minister and has taken a different approach and the coordinator thought they should put out some communication with in regards to the MOU. Leslie duToit has put out information before christmas and the regionalization process has been prescribed and nobody should presume what regionalization will look at 4 years down the road. The planning committee's are doing work and there needs to be a balance and this is what regionalization will look like in the interior. This whole document is about opportunity for thinking and being proactive with some items that have been undermined.

Jim provided an overview of the PowerPoint and gave brief explanations.

Response to JAMC

- There are three pieces rather than two; this is JAMC, Planning committee's and the communities building services and delivery.
- JAMC should have staff but their staff should not be doing the regions work and not undermine the work of the committee's.
- Pauline comment regarding the secretariat. The meeting minutes are the review committee's work and the meeting minutes there is a need for a secretariat.
- Not clear on authority for the different levels – Dan George is facilitating the JAMC review process and it is evident there is no clear communication because even Dan George has stated why is there aboriginal planning committee's if there is the JAMC.
- The MOU review is a serious document and that is why we are asking for Tsawwassen Accord 3 and concerned with how this is being presented again the JAMC are our leaders, members and institution and don't forget who the arrows should be pointed at.
- Important to have a t3 meeting to clarify and give direction to the JAMC and they have some communication and is they accurately representing the planning committee's.
- Overwhelmed and busy and serious attention paid to regionally and provincial activity that will impact us over here.
- JAMC to have followed through on recommendations. One example and the gov't accommodated a different process for legislation and the gov't should give different attention to this process and there has been weeks gone by and there has been no follow-up. A key recommendation has been made by one our aboriginal leaders and there has been no follow-up and we need to create a formalized process instead of informal.
- Need to come away from the JAMC meeting with next steps and this is not happening and there is a disconnect. There are sometimes 30 people for the whole day and it is wasted and when the minister can meet with us and where is the paper trail and no one is taking responsibility at the aboriginal level to help with the follow through and have asked the technical working group to meet with the ACC and how is this supporting the regional level.
- The next 10 pages say the same statement over and over again, components, who is communicating with who and what are the mandates. Would we like to go over in detail?
- This PowerPoint has been created by the Coordinators to give to the ACC as the proposed response to the JAMC. Eliza felt this was important to give to the board because we are going into the strategic planning session and we can really start looking at what is regionalization.
- On page 4 – point number 3 is not a true statement because people on this planning committee are clear of why we are here. There are no new messages from the APFA because we have been saying this for the last 4 years.
- Statement has been mentioned to the delegated agencies this is a chance to merge federal dollars with provincial dollars for an integrated approach.

- This is not holistic because we have not met with all of the members from the delegated agencies.
- Some of the delegated are losing support from the on-reserve bands and those people do not agree with the delegated agencies. Until 20-1 changes then this is what we have and they have to have a certain number of kids in care to operate. This is part of the environmental scan and there are people building their capacity and how do we acknowledge this and work with it.
- Leslie finds it so degrading that agencies have to have children in care in order to operate. The aboriginal people want to be involved and hear the conversation and things at the national level to how this affects our capacity building.
- Overall looking through this; will this document support a T3 and will this document draft? This circulating for whoever eye's and this has not been ratified by the ACC for their response. The interior has been forward thinking and now we are seeing that the other regions are finally thinking about this and thinking about the political leaders and how they are supposed to be our advocacy. Continually focus on the leaders that signed the MOU and the new relationship assists the process but it does not over ride.

Questions and Comments

- Is there value here? What is the intent? Is every coordinator going back to their board to discuss this or this is presumed or is this response. What is the process and what is being asked for? The chair has responded and gone through process and then she has come back to our board and what is being asked of us right now?
- Debbie confirmed the committee expected to have 2 meetings and this was not that easy and there was more to do and there resources have not meet to support us in our work. People are saying the JAMC knows what to which is being an advocate and then people are saying the JAMC is over stepping their boundaries then people will say that person is not their political rep. That is why there needs to be terms of reference. TWG is there to help inform their leaders and then in turn they can talk to the minister of whom ever to get recommendation back to us.
- Goes back to T3 and think about bands and tribal councils and what organization goes without an annual general meeting and why can't we do this because things are not clear. Annual forum to provide feedback to the leadership.
- PowerPoint and clarifies that this is clear as mud, contributes and this was prescriptive in the beginning and through that prescriptive process maybe there was more clarity and now the DM is saying it is what you want to be and now we're in limbo and this is a difficult receipt to follow. The 5 aboriginal planning committees is the precursor to the authorities. What are we all doing in our silos? Wonder about the role of the JAMC is it

there job to stand behind the planning committee's or is there job to get into services, clinical etc then that is not okay.

- Meet on a regular basis with us to see where we are at
- C.S.P usually contacts key people to say he is going to meet gov't and asks for key messages to state.
- D. Foxcroft office is resourcing the Coord and ACC when they meet. Board member asking for clarification who is paying for this work?
- Need to look at the MOU and look for a new one to be signed in 2007 because the old one expires in September 2007. There are some challenges because there are some signers of the MOU that speak out politically and then that creates challenges for our political leaders. There needs to be trust.
- Other initiative going on and we should be aware of this as long as there is a fundamental agreement to support a children's agenda and this cannot happen in silos. Getting resources into the communities is a challenge.
- Do the last 3-4 pages need written statement to go with this? Jim confirmed that these slides are basically the same messages that have been said throughout the presentation.
- Biggest absence is the Shuswap nation at this table and we are moving ahead and spending dollars. A little bit of issue with the new role and what makes it more pressing and listening CBC and there is a model among us which is Health and the Vancouver coastal is \$40 Million dollars in deficit. It is inheriting a dysfunctional system and get a little dishearten when Leslie duToit and her token Indian following her and the are saying we have more then one option in the planning committee to the leadership and then stirring the pot with the political leaders. Quite discouraged with the mixed messaging and then we can say it is not clear in that context. Replicating colonial institutions that haven't worked for us since the beginning of time and how we are going to do business and the delegated agencies is the model that we have been described. They are the only business.
- Lori is disheartened as well and the belief to do things differently and the mixed messages and the transfer the authority the agency that accept that model to build capacity. What is the position of the table around delegated agency and there is a need but they are adopting the same model and is this what have signed up for?
- When you receive the resources then you aqueous the model....
- Strategic planning will help frame the concerns and moving in small steps.
- T3 is always a good thing to meet.
- Defer the legislation until 2008 and have a dinner meeting and then the two regions are ready to become an interim authority and the legislation is deferred and not all of the leaders will able to make it so we did not have a response regarding the postponing. The minister and deputy minister said there would be an announcement made in December. Stan Hagen report did not reference the aboriginal regionalization. Nothing has been made public that we are moving towards aboriginal regionalization. No one in

the community hears the transition because we are the only conveying the information and people in the community wonder if this is really going to happen.

- Marg confirmed a lot of people don't know about the regionalization process and we are looking at a public campaign to help notify the community in the caribou Chilcotin. This was discussed at the zone forum and this was the recommendation. Wondering if Dan O can come and work up in the Cariboo Chilcotin for the next year.....or just help and assist.
- Talking about education and training for the aboriginal communities up there and talk about this to communicate in the public campaign.
- How do you formalize the transition which has been demonstrated on in the PowerPoint and does this undermine the process already started and the only way to get this moving forward are resources. Have the political leaders thought about having a two day retreat to hammer out roles. Why can't we resource the caribou Chilcotin with their publicity campaign and why can't Dan go up there to assist and this would help with his work plan.
- Delegated agencies in the caribou Chilcotin are fully involved in the whole process right from the table.
- Overview – laying the foundation for this afternoon's overall scan and this sets the context for strategic planning and this is definitely on the way to the ACC if the board wants to support it or make comments on it because the meeting is on Jan 26th.
- Helpful if we did an environmental scan from the ACC perspective.
- Every time Leslie's office receives a letter from the nations stating that we don't want to be apart of regionalization and this in turns makes her want to back away from the process.
- Actions of recommendations
- Next Steps – Roy Christopher's comments with the education process and if we waited for everyone to buy then we would still be waiting. The interior is really two-four regions and there is a group of people that want to move forward together then they should be able to move forward together.
- In terms of the message but who should we reinforce that with? The mandate to the technical working group and we don't really have control over that and then it could be JAMC today or tomorrow. Important enough do we need to the MOU and we don't know what's going on in HQ and we get Leslie's insight and the board should respond or giving Debbie a memo and this create more discussion and something needs to happen.
- Debbie provided an example and something should go forward from the interior and the draft minutes and there should be a formalized process for recommendations from this committee and how do we input into this committee and the value of this committee for the value of the big picture. If you look at the New ADM setting up shop in the ministries office and

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this is portrayed as the new secretariat. When do the chairs get to meet this new individual and this person is coming on board and we don't know the intent and how they are going to communicate out to us. We don't have a handle on what's going on in the big picture. This is part of the environment scan and how will we be prepared for it and how to be proactive.

- This new position has been appointed by the province but we don't know what the intent is and are we in support of what we are doing.
- Communication is real challenge right now at all levels and it is not proactive to receive information after the fact and we can't plan for this.
- Next Steps – combat the mixed messages, public relations, and maybe we have a public relations line item revisited. Create a line item to help create public awareness with regionalization that we are moving forward and we need support moving forward.
- Political leaders – resolution and each organization would have a resolution and this would be entertained and all political leaders support based on the reality.
- Would like to see at a minimum and this will be looked at during our environmental scan and go on the record on responding to this and maybe it doesn't have to go to the JAMC but maybe to the TWG. How do we respond to those recommendations and do this in small steps and how can we frame this in a brief response and this is about responding and maybe adding our own recommendations to support change and this does support us.
- Need to identify the resources to do the work. There is supposed to be the devolution of child welfare and transferring to the regions and the gov't keeps building there's and they are hiring a 100 aboriginal social workers and they are building and leaving us with small amount of resources to do child welfare.
- The MCFD website still has Stan Hagen report and who in the ministry is going to update the website with the news that is current.
- Lori recommending reviewing the draft meeting minutes to review all of the recommendations and to do the exercise.

Lunch Break until 1:00pm

Resumed Meeting @ 1:00 pm

Review of the MOU

Upon review, the board of directors decided that they needed to go on the record with their response to this review and provide recommendations. The board did some brainstorming and a report is being created from this session.

Here are some other key points.

Communications:

The board is in agreement with the ACC working group that communication has been one of the key challenges with the MOU and JAMC. There needs to be an organizational chart that defines the central and regional resources required and who is accountable for making sure things are getting done. There needs to be consensus on our messaging as well as who gets to decide what that messaging is. Resources need to be identified for communications. There needs to be linkages and dialogue with the regions.

Secretariat:

The board supports the concept of a Secretariat. There needs to be discussions and consensus on the Roles and Responsibilities of the Secretariat and the Roles and Responsibilities need to be included in the Organizational Chart that was referred to earlier when we were discussing communications. The primary purpose of the secretariat should be to support the regions in achieving their respective goals. The Regional Planning Committees need to define its Mandate and Terms of Reference. There needs to be a Comprehensive Communications Strategy (CCS). There has been a loss of corporate memory due to the scattering of materials while ACC has attempted to achieve their goals. We need to realise the efficiencies that a secretariat can provide such as creating efficiency in project sharing to avoid duplication of resources by coordinating the pooling of resources (reports/people) through cost sharing, creating joint ownership of these resources. The board suggests that one of the Secretariat's functions should be to provide risk management. The board recognises that we are one fifth of a larger system, but that each of the 5 regions are all very equally unique. Each region needs to plan for success in order to move forward. It is self defeating for us not to be united – The Unity Principal. In regards to the MCFD, the secretariat would move us toward becoming 2 interdependent but distinct systems. We need adequate infrastructure and resources in order to attempt this kind of transition. The nine supporting signatories to the MOU need to be incorporated into the regionalization process at an inter-regional level. The expertise of these provincial organizations should be engaged, coordinated and utilized by the secretariat.

Structure:

The board notes that with no one in charge of implementing the MOU; it is difficult to move forward. There is a need for a Terms of Reference to be developed to define the goals of JAMC.

Some of the issues that need to be addressed are building family/community capacity; family group conferencing. There is a need to build BC foster homes that are able to accommodate special needs. The JAMC organization chart needs clarity.

Resources:

The board again recognises that there has not been sufficient leadership. We need to define who the stakeholders are and who gets to determine the distribution of dollars. The board suggests that the fair funding formula has many flaws, splitting the funding into fair pieces creates under-funded pieces. The dollars are not utilized to their best capacity. There is a need to discuss necessary funding versus fair funding. JAMC needs to create a vision and develop an organizational chart which should be presented to the RPC's for review and ratification. The APFA board recommends

that JAMC host a Tsawwassen 3 Provincial Forum. There is a need for funding that is comparable, equitable and effective. Aboriginals are having a hard time keeping staff due to underpayment in salaries. They/we need to be able to pay the same as MCFD. There was discussion on what is the best way to access resources. Should we hire a labour lawyer or labour specialist to assist with this? Is there a way to contribute dollars to create a pool of experts/ resource people? It would be nice to view models from other successful area, to see what has worked for them. What are we doing to support our own capacity? What are our needs? We need to dedicate resources to grow human resources and capacity. We need to start thinking about the slippage. Why not fund some resources with slippage dollars? This will help us to support the community tables to work through their growing pains. We need to compile a portrait of services; service mapping/ asset map.

Self Government:

The Board states that Treaty Negotiations is not a part of our mandate. JAMC needs to clarify and insist that Treaty discussions are distinct from regionalization and the MOU and must be respected separately. The hope is that once Treaty's happen the nations will be willing to come to us and let us know they are interested in a joint venture. And then we will give examples of what we can do for these nations. APFA should not be mandated to represent First Nation, APFA is here to represent the First Nations Children not the First Nations Peoples.

Aboriginal Performance Management Advisory:

The board recommends that the regional aboriginal authorities will have not lack of third party evaluation – the communities will evaluate the RAA's, the provincial Auditor General, the MCFD Headquarters and the authorities themselves will have the option of retaining independent evaluation. APFA recommends that the JAMC needs to focus on political issues/goals and should not involve itself in the policies/standards of service delivery, which is the mandate of the RAA's.

Branding:

The board supports the idea of the five aboriginal political organizations and the Minister (and INAC) being and entity independent of all the "operations" constituents and distinct from the Leadership Council.

Purpose/Roles and Responsibilities:

The board agrees and recommends that the MOU legitimately needs its own set of core values, vision and workplan (all to be ratified by the JAMC). Until there is a workplan (and budget), with specific individuals mandated to achieve specific objectives there can be no productive evaluation of roles and responsibilities. The board recommends the nine MOU signatories need funds in order to have informed participation in the MOU/JAMC issues. These nine signatories need to be incorporated into the workplan, budget and Organizational Chart. The board agrees to the Working Group's recommendation to distinguish between political and operations but recommends that the distinction between the governance policy and standards functions of the regional aboriginal authorities and the service delivery functions of the community agencies is acknowledged.

Decision-making:

The board recommends that many of the challenges and issues identified in the previous eight issues boil down to this one issue: decision-making. Essentially,

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regarding the implementation of the MOU, there is no one in charge, no workplan, no accountability chart, and no decision-making process. Much of this paralysis appears to be caused by the fear of bureaucracy and fear of losing control over the process. This issue has not been addressed because there is no one leading the implementation of the MOU. We need to be honest and acknowledge that we all have allowed this to occur. We all must own this anomie because we have done it to ourselves.

Friday, January 19, 2007

Start 9:28

Opening Prayer: Pauline Terbasket

Environmental Scan:

Debbie gave background on Environmental Scan

A chart was handed out which included recommendations that the APFA staff came up with at a staff meeting. It was explained that the facilitator, Robert Breaker, of the Strategic Planning session has requested that one sentence defining each of APFA's Values be created. It was also explained that the environmental scan is a way to measure achievements and identify challenges/risks.

The board decided that they did not want to be influenced or pointed in a direction by the staff and chose to break off into groups to go over the key points themselves.

The board identified 9 environmental factors it considers priorities:

1. Lack of coordinated decision making at the inter-regional(ACC) and political (MOU) levels
2. Roles and Responsibilities at the political and provincial levels - effecting the implementation of the MOU
3. As we move toward operations, the APFA needs to conduct service mapping and asset mapping in communities (community tables to conduct)
4. Community tables are being established, are in their infancy, and will need support.
5. The JAMC is mandated to implement the MOU, but they have not communicated a vision or workplan of how – this vision needs to be ratified by the regions
6. The boundaries of the interior region haven't been finalized yet and need to be.
7. Enabling legislation is coming
8. MCFD Transformation has the potential to support or seriously undermine (or redefine) regionalization.
9. Regionalization requires building regional capacity to assume new responsibilities – to date; Headquarters has been unable to translate its capacity onto regional capacity building.

These 9 items will be inputted into the Environmental Scan and circulated to the board for review and the board will pick 4-5 top priorities.

Pauline noted that we do not want to focus on JAMC, but it is a concern. We need to work out a relationship with the leadership.

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Strategic Planning:

The question was brought forward of how the board feels about inviting the political committee to participate in the strategic planning session February 15/16, 2007. It is an opportunity to inform the political committee and opens the door for communication. We need to work on building relationships so we can move forward together. We need to develop a conflict resolution tool; example: when the board makes a decision that the political committee disagrees with, who has the veto. We need to make sure that we are supporting the political committee. It is important to confirm that APFA is doing things in a good and respectful way. We need to keep the political leaders informed. Pauline brought up the issue of Legislation. It is a complex priority that involves various parties. The process needs to be inclusive and transparent. We need to be thinking about it and how we want to approach it. How to deal with stepping out due to Legislation. Are we ready, we need to be very on task to make the most of the Strategic Planning Session.

Chair's Report:

The next ACC meeting is January 26, 2006. Debbie stated that she has always encouraged an open door policy at these meetings. She would like to have Eliza or relevant staff to attend the meetings with her so that they can be informed and bring away documents that need to be distributed to the Board and Political Committee. The board would like to see the last draft of the legislation. They need do see the document so that they can answer questions in an informed way. All bulletins need to get to the board to keep them informed. The board needs to encourage proactive leadership. They feel they need to remind the government that we are now and people are not used to a new way of doing things. The board feels that there needs to be consistent messaging to the grass roots regarding legislation.

The board would like to have a draft of the Environmental Scan before the next ACC meeting, Jan 26/07.

There was discussion about Lesley du Tiot's letter which stated that Transformation may not look the same as it was originally planned out to look. Whose agenda is being followed? This needs to be brought up at the Strategic Planning Session. We need to be careful how it is brought up at the session so that we are not too off topic and so that we can keep engaged in a good way. We need to consider that with possible new leaders, agenda's may change. Transformation will have an impact on us. Ministry staff wants to get info to aboriginal communities, we all need to get over the "I" and realize it's "we". The ministry needs to quit stalling and get the resources to aboriginal communities.

There was discussion on Judge Mary Ellen Turpel-Lafond, who will act as British Columbia's new child and youth representative. Her role is to be an independent officer of the legislature who will advocate on behalf of children and families, monitor public agencies and investigate the cases of children who die in care. What is our response to this position? How do we work with her?

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The government seems to be building capacity when it should be us building capacity. What are the implications of that? Aboriginal leaders are feeling left out. We need to get everyone on the same page. We need asset mapping/data identification to show where assets/resources are currently allocated. This is why we have allocated funds. MCFD are still holding the agenda. We have been asking and they keep postponing and making decisions without any consultation with us. It was suggested that transformation should take place at the community tables. We need to know what MCFD is doing so that we can plan accordingly. Transformation needs to be included in the discussions at the strategic planning session even if it gets parked.